



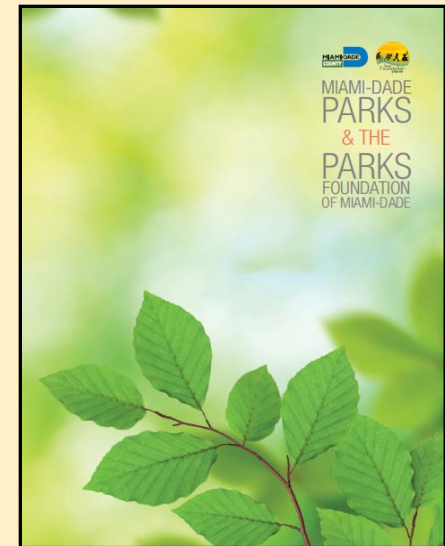
MIAMI-DADE
PARKS
& THE
PARKS
FOUNDATION
OF MIAMI-DADE



Overview



- About PROS / Parks Foundation History
- Life after Winning the Sterling Award in 2009
- Birth of BDFA Office
- Foundation Reinvigorated
- Partnership Results
- Continuous Improvement



PROS - *Connecting People and Parks for Life*

- 3rd largest county park system in U.S.
- Nationally accredited, a three-time winner of the NRPA National Gold Medal Award and winner of the 2009 Florida Governor's Sterling Award for excellence in management and operations
- 263 parks & 12,848 acres of land; Programs and services include:
 - After school, sports, summer camp programs
 - Educational nature centers and nature preserves
 - Arts and culture programs and events
 - Beaches, marinas, pools, golf courses
 - Zoo Miami
 - Deering Estate at Cutler
 - And much more



Jack Kardys, Director

Parks are Essential to the Quality of Life

Parks play a vital role in the daily life and public health of urban and metropolitan residents and provide a wide variety of benefits:

- **Health & Wellness**
- **Social**
- **Economic**
- **Environmental**



Parks Foundation



- Established in June 2004 to serve as a fundraising arm of the Miami-Dade County Parks, Recreation and Open Spaces Department
- Primarily for the endowment of capital projects, and educational, recreational, and cultural community initiatives
- 12 Board of Directors (volunteers)

Traveling Back to June 2009





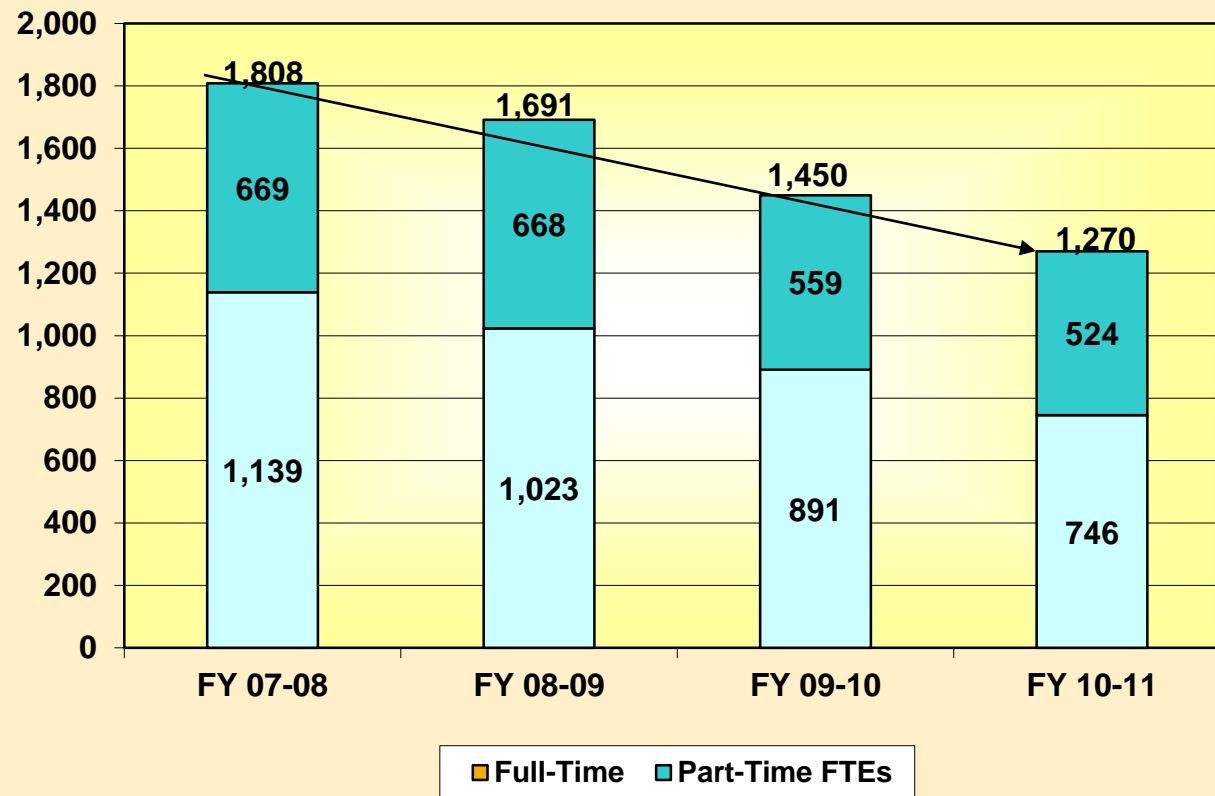


Funding Crisis

- Over the last four years, urban parks programs have faced a funding crisis
- With declining local government financial resources, Parks departments are losing the competition for general fund dollars
- This funding crisis has led to a widespread debate about the future role of city and county parks and recreation programs

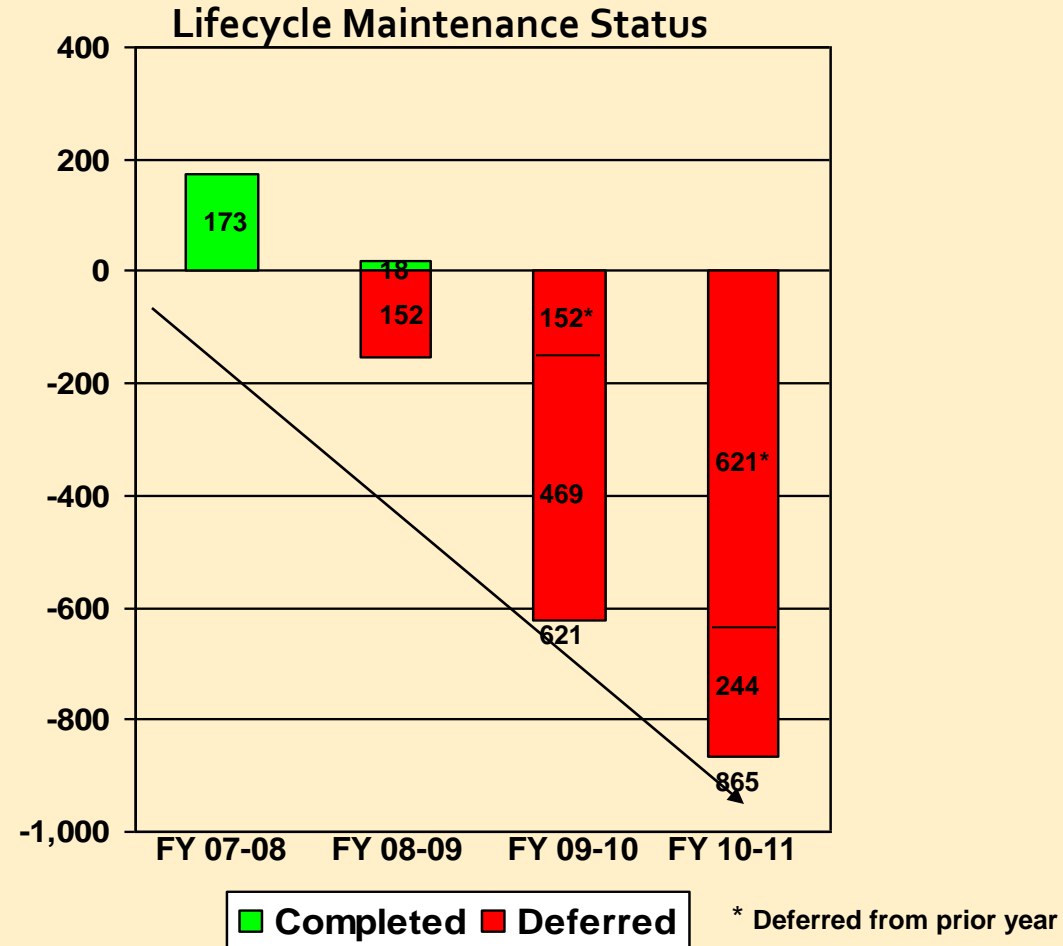


Layoffs



Reduced Service – LC Maintenance

Lifecycle Maintenance Plan	Total Plan Assets
HVAC	135
Playground Surfaces	121
Dugout Roofs	224
Park Painting	109
Courts	222
Roofs	715
Park Signs	269
Parking lots	205
Total	2,000



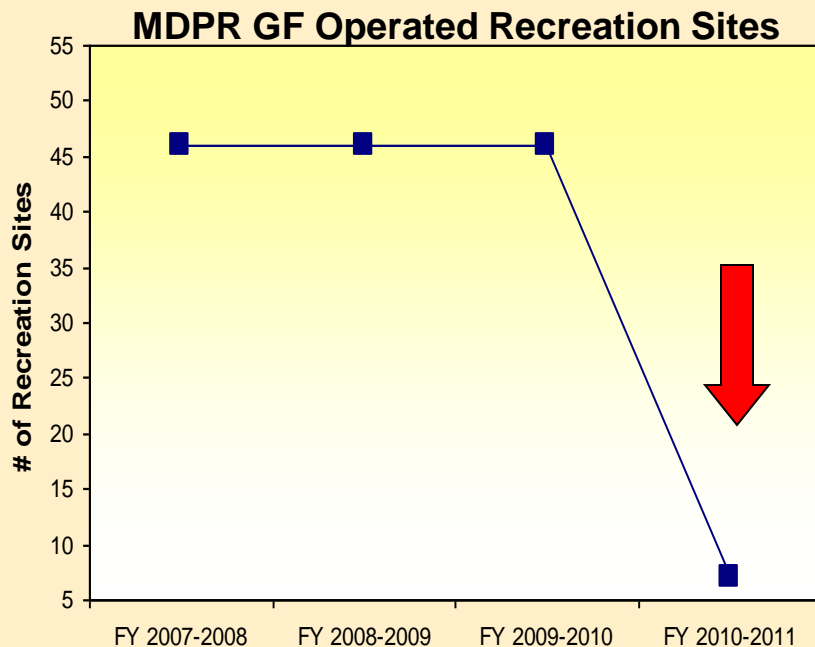
Cumulative Total Lifecycle Projects Behind Schedule = 865, represents 44%

Reduced Service – Grounds Maint

Landscape Maintenance Plan	FY 07-08 Actual LOS	FY 09-10 Actual LOS	FY 10-11 Approved LOS	% Reduction Since FY 07-08
Category A (Metropolitan, Regional and District Parks)	28-30 service cycles per year	26-28 service cycles per year	18-20 service cycles per year	34%
Category B (Community Parks)	22-24 service cycles per year	20-22 service cycles per year	12-16 service cycles per year	37%
Category C (Neighborhood and Unmanned Parks)	18-20 service cycles per year	17-19 service cycles per year	10-12 service cycles per year	42%

Reduced Service - Programming

Since FY 07-08, 46 sites provided programming with GF subsidy for after school, sports development & seniors



FY 10-11:

- a. 7 sites funded through GF subsidy (seniors)
- b. 11 sites funded through The Children's Trust
- c. 5 sites funded through CDBG
- d. 10 sites funded through fees and charges (self-sustaining)
- e. 4 sites funded by a contracted private provider

Reduced by **63%** in full-time positions, and by **41%** in part-time FTE's

Maintaining Park Service Levels

Government and business leaders must innovate across services to meet and exceed citizen expectations reaching beyond County Hall to collaborate with citizens and businesses in order to:

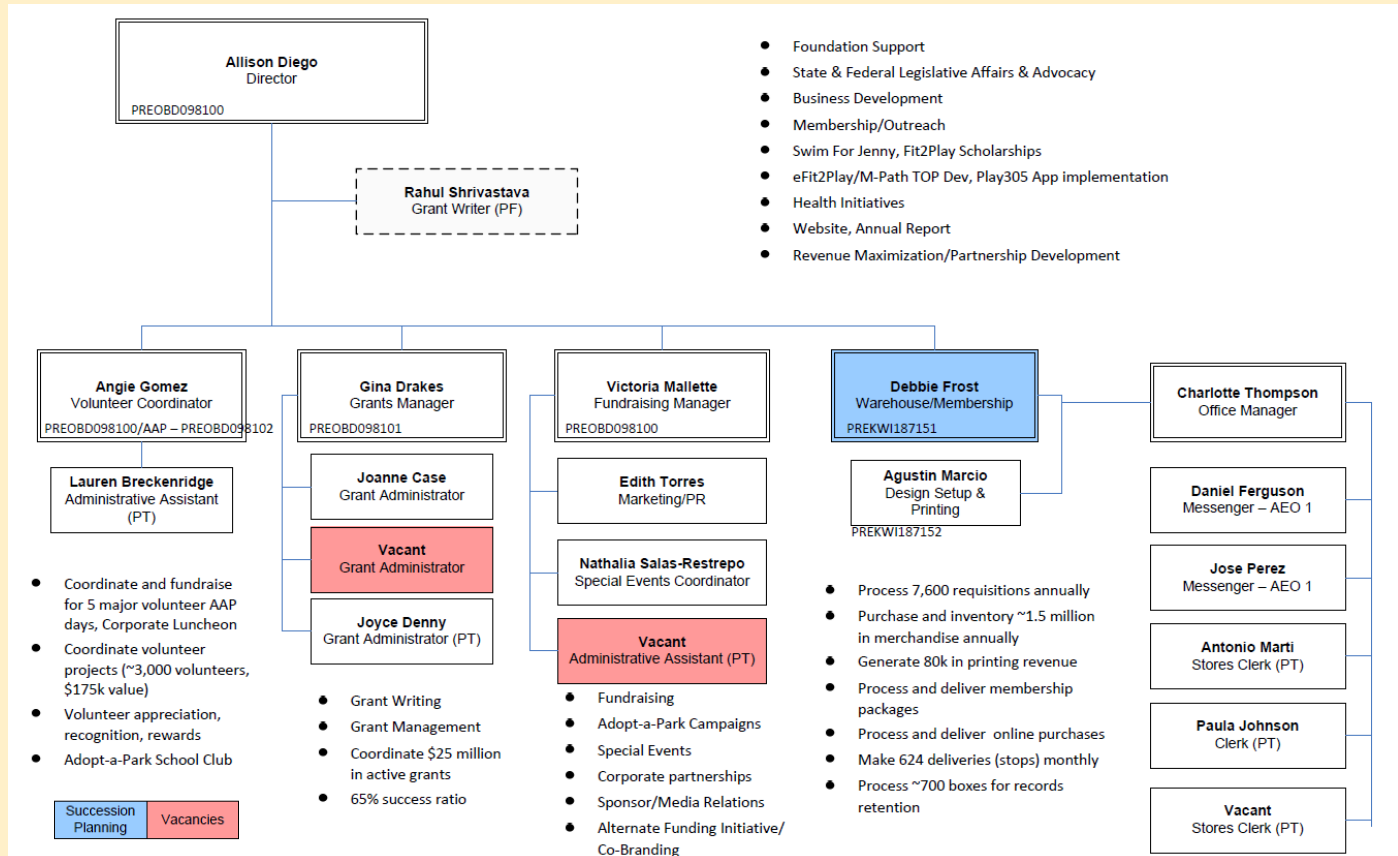
- manage costs
- optimize resources
- streamline service delivery
- generate alternate sources of revenue

Strategies include PARTNERSHIPS



Dept Reorganization

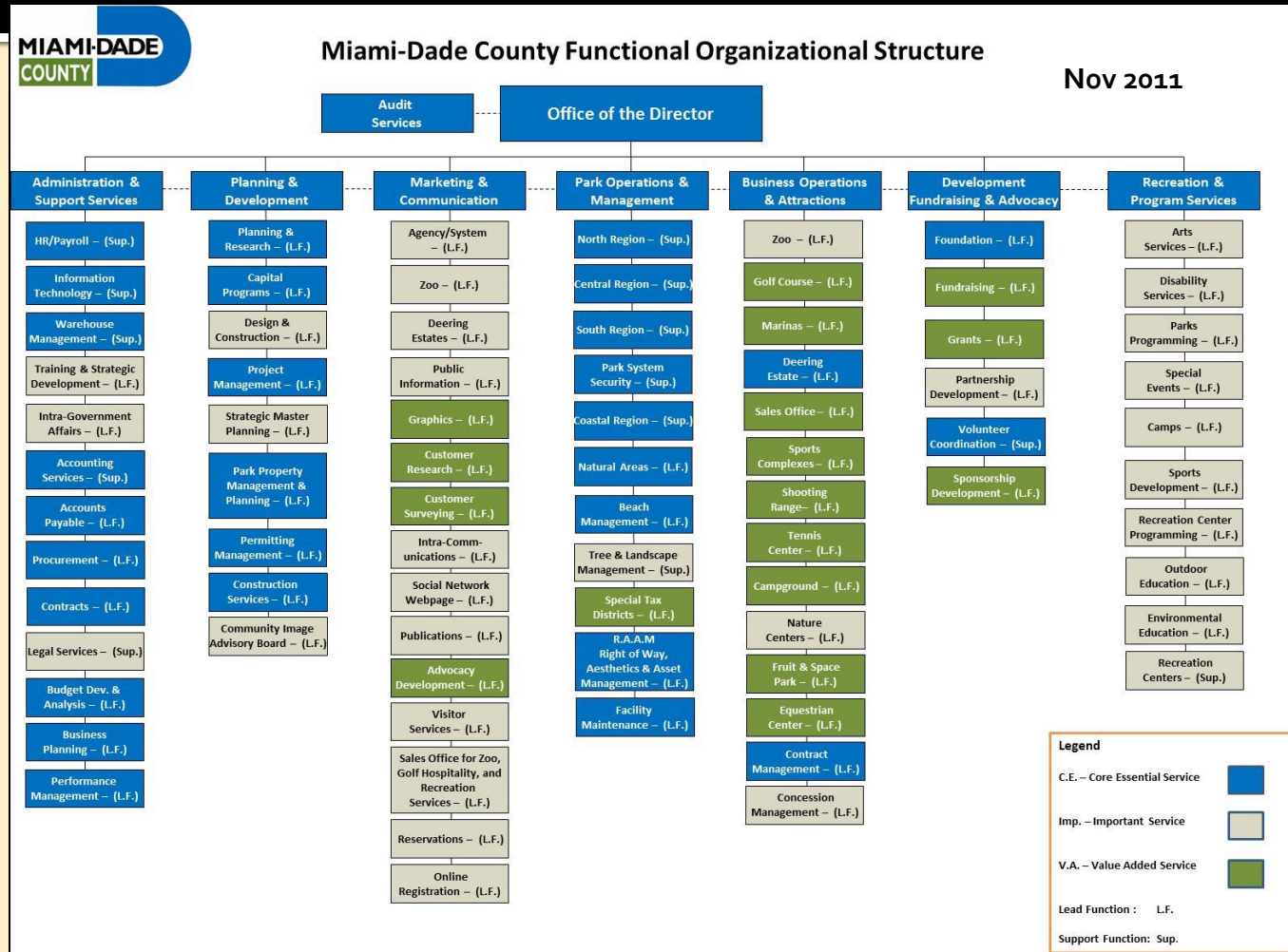
The Office of Business Development, Fundraising and Advocacy was established in February 2011



BDFA Goals

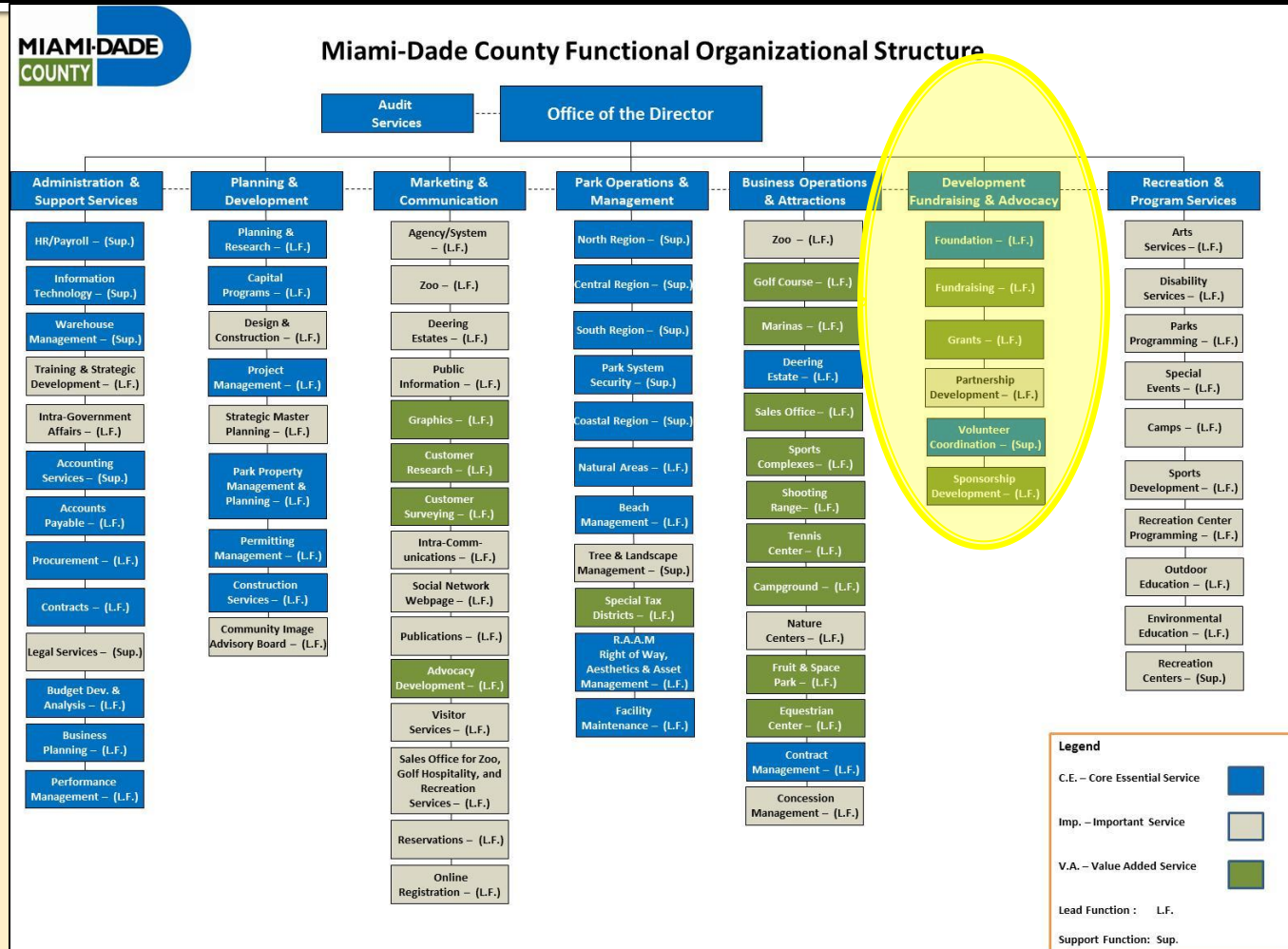
1. Creating **new revenue streams** for the Department through grants, fundraising, special events and corporate partnerships
2. Supporting the **Parks Foundation** of Miami-Dade
3. Strengthening a diverse, growing network of **dedicated park volunteers and groups** by creating opportunities through community service days and Adopt-a-Park programs
4. Working with local, state and federal government to affect decisions about parks and **advocating** for support

Consultant Organization Review



Study focused on achieving greater financial sustainability through functional organizational design

Consultant Organization Review



“This division needs to operate in an aggressive self-supportive manner”.

Foundation Reinvigorated



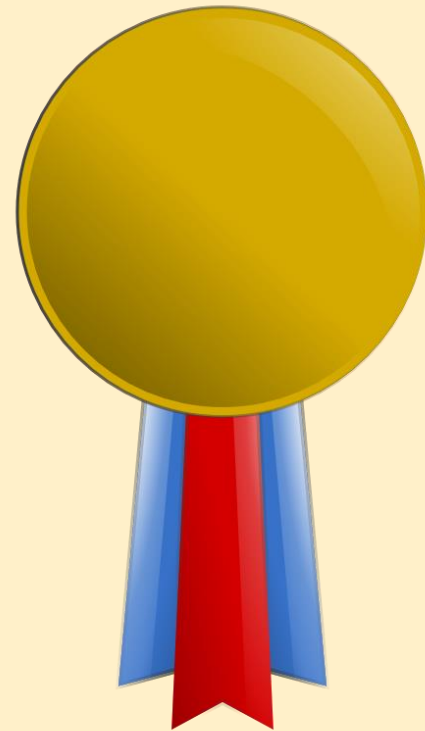
- Change in Executive Board in October 2011
- Developed Committee Structure
- Recruited New Members
- Embraced Organizational Excellence (Followed Sterling Framework; Engaged GuideStar, Charity Navigator, FANO, IEG)



Benchmarks



- Yellowstone Park Foundation
- Friends of the High Line
- City Parks Foundation
- Cincinnati Parks Foundation
- San Francisco Parks Alliance
- Feeding South Florida
- Zoological Society of Florida
- Deering Foundation



Foundation Goals



1. Support the Open Space Master Plan (OSMP) and Recreation Plan implementation through advocacy and **fundraising** for capital development
2. Expand the department's challenged youth and senior programs by **offering scholarships** for the disadvantaged and children with disabilities
3. Build the Foundation's capacity to provide **financial sustainability**
4. Enhance the Foundation's visibility in Miami-Dade County while achieving **organizational excellence**

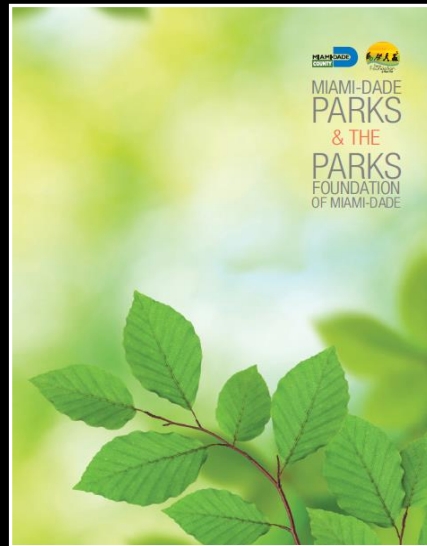
Organizational Excellence Strategies



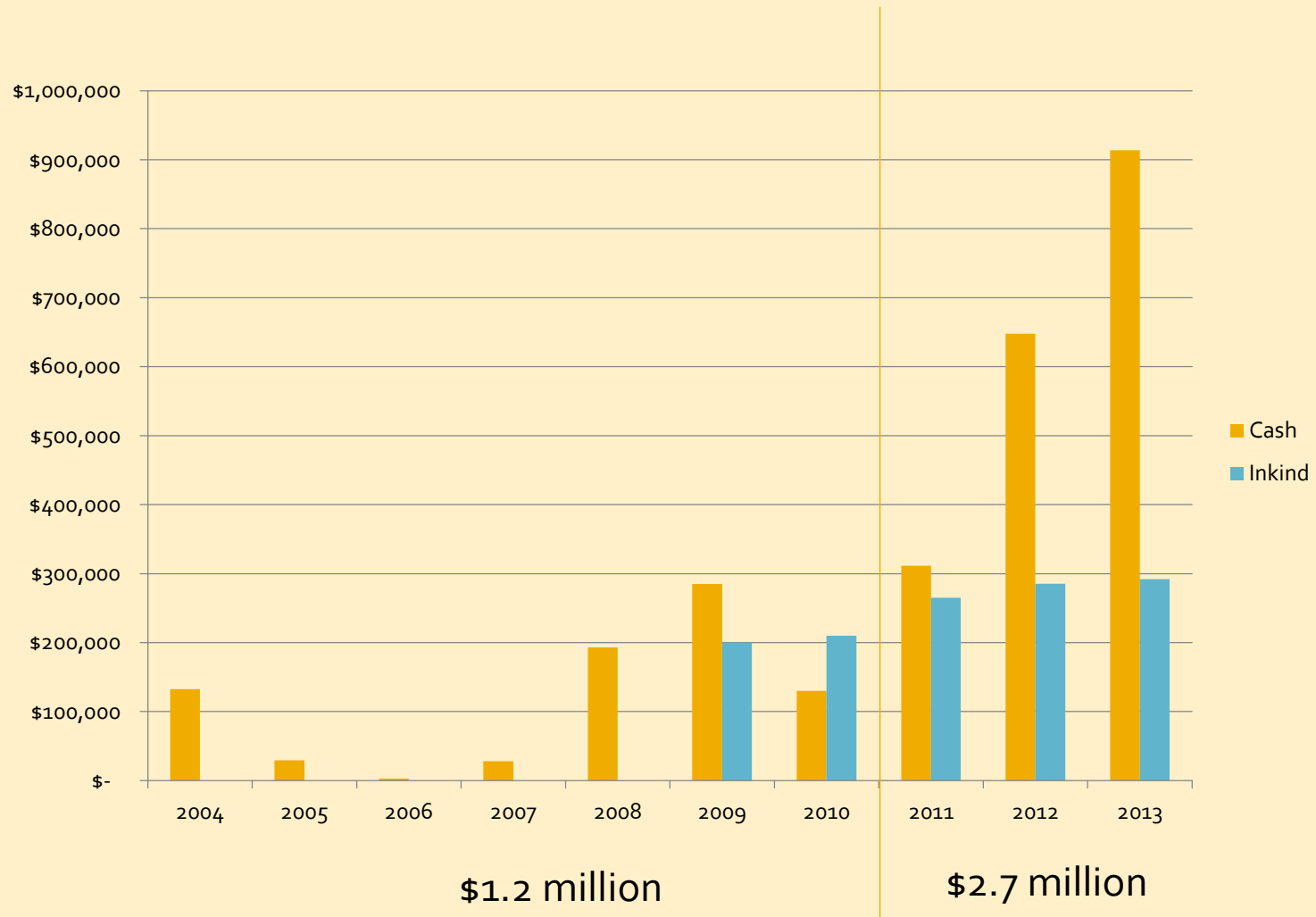
Organizational Profile: Leadership, Strategic Planning, Process Management, Information Analysis, HR/Customer & Market Focus

- Developed Board Member Contract, Code of Ethics, Conflict of Interest Statement and Member Pledge
- Published Business Plan (Identified Existing Key Partners)
- Published Policies & Procedures Manual
- Developed Donor Recognition Plan
- Conducted Financial Audits by Independent Firm
- Implemented Business Reviews (ASE)
- Conducted Donor/Sponsor Feedback Surveys
- Initiated Agency Evals/Best Practice Models (Sterling, GuideStar)
- Published Annual Report/Completed Marketing Plan
- Initiated Cross-Functional Team to Begin Co-Branding Initiative

Partnership RESULTS



Fundraising



Achievements

- Reduced Board Vacancy Rate (25% decrease)
- Improved Board Attendance (30% increase)
- Increased Long-Term Volunteers (150% increase)
- Increased Premier Partners (182% increase)
- Increased Grant Awards (761% increase)
- Increased Special Event Cost Recovery (40% increase)
- Increased Fundraising Contributions (124% increase)

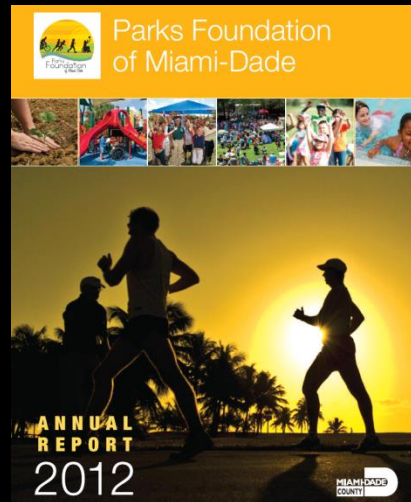
Comparisons are made from FY 2003-04 thru FY 2009-10 to FY 2010-11 thru FY 2012-13

OFls

OFls

- Increase Board Member Contributions
- Improve Membership Program
- Improve Volunteer Appreciation
- Increase Special Event Profitability
- Increase Partnership Co-Branding

Significant Highlights



Volunteer Opportunities



Signature Events

- Day of Service and Remembrance – September
- National Public Lands Day – September
- Martin Luther King Jr. Day of Service – January
- Global Youth Service Day – April



Fit2Play Out-of-School Program



- Nationally-Recognized
- Evidence-Based
- Measurable Results
- Web-Based Program



Curriculum

Recreational Games, Nutrition Education, Life Sports, Homework Help



Fit2Play Scholarship Fund



eFit2Play

Currently in development, eFit2Play is a fun, educational, interactive website and wellness tool designed to further enhance the Fit2Play curriculum. Designed to track and incentivize physical education and healthy eating, children receive points that can be redeemed for free products and services.



Did you know?

The Parks Foundation provides **\$100,000 in scholarship funding** to disadvantaged children to attend after-school or summer camp programs at low or no cost, providing a vital safety net for children who might otherwise fall through the cracks.

Fit2Play Scholarship Fund

Created for families who simply cannot afford program fees, the Fit2Play Scholarship Fund offers disadvantaged children safe, structured activities free of crime, drugs and gang-related activities. Dollars donated to the scholarship fund receive **100% matching funds**, and more importantly, keep kids healthy, off the streets, engaged and safe.

Fit to Play Scholarship Fund

A Program of The Parks Foundation of Miami-Dade

Ensuring Every Child in Miami-Dade Has Access To Quality Park Programs



Swim for Jenny Fund



- Established in 2011
- Free Learn-To-Swim Lessons
- 1,400 Scholarships Provided



Events

iSwim

Donor
Recognition
Reception



"Save a Life, Teach a Child to Swim"

Swim for
JENNY

DROWNING PREVENTION

Our children play in paradise ...

Sadly for some, a day of play can turn deadly.

*Help prevent these tragedies by helping
children learn to swim.*



Gratigny Plateau Park Development



Tamiami Park Rec Center Renovation



BEFORE



AFTER



Office DEPOT

TigerDirect.com

ODEBRECHT

FLORIAN

WM
WASTE MANAGEMENT

CIC

THE HOME DEPOT

Local 10
NEWS

Special Events



Tropical Park Stadium Renovations

Football Field & Running Track Improvements



Brickell Station Promenade



Brickell Station Promenade

① Welcome Plaza

- Visitor Comfort Station
- Parks, Recreation and Open Space Master Plan
- Exhibit Area
- Commemorative Plaque
- Sponsored Pavers

② Seating Area

- Ⓐ Dedicated Pedestrian/Bicycle Paths
- Ⓑ Bus Drop-off
- Ⓒ Textured Crosswalks and Pavement

③ Fitness Zone

- Active Exercise Equipment
- Stretching/Rest Area

④ Open Lawn/Flexible Green Space

⑤ Dog Park

- Divided for Both Small and Large Dogs

⑥ Plaza

- Civic Feature
- Elements of Community Identity
- Seating

⑦ Bike Path Extension

⑧ Butterfly Garden

⑨ Bicycle Turnaround

⑩ Water Taxi Dock



Naming Rights, Media/Social Media Opportunities & More



Other Programs



Active Adults 55+

Disability Services



Focus on Parks



Membership



Campaigns



**EVERY GREAT COMMUNITY
HAS A GREAT PARK SYSTEM**

Help support
Miami-Dade
Parks and
get great
discounts
too by
becoming
a member
of the

**Parks
Foundation of
Miami-Dade**



Fit to Play Scholarship Fund

A Program of The Parks Foundation of Miami-Dade

*Ensuring Every Child in Miami-Dade
Has Access To Quality Park Programs*



DROWNING PREVENTION

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BIKE 305
CONNECTING COMMUNITIES

Partners

